

# Getting set for success

‘A New Zealand perspective’

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# Why conduct a review?

- ◆ NZ Performances on the 'world stage' were erratic
  - Cricket, rugby, netball
  - Olympic games
  - Commonwealth games
- ◆ Limited resource availability
- ◆ Disjointed high performance system
- ◆ No high performance culture
- ◆ Poor planning and execution of plans

# The starting point ...

- ◆ We needed a coherent strategy with a 'uniting goal'
- ◆ We needed to focus our resources &
- ◆ We needed to play to our strengths
- ◆ We needed significant change not just small steps
- ◆ We needed a 'nationally driven' system
- ◆ We needed a performance focussed system

# High Performance review process

- ◆ Stage 1: Independent progress report (2005)
- ◆ Stage 2: Domestic consultation (2005 – 06)
- ◆ Stage 3: International benchmarking exercise (2005)
  - Australia
  - China, Japan, Korea, Singapore
  - England, France, Germany, Italy, Netherlands, Norway
  - USA
- ◆ Stage 4: International expert panel (2005 – 06)
  - CEO scenario
  - Strategy critique

# Lessons from Australia

- ◆ Insatiable appetite for success
  - Self belief is critical
- ◆ Only do it if it makes a difference
  - Maximise your resources
- ◆ Intervention protects your investment
  - Joint management committees
- ◆ Recruit and retain 'world class' talent



# Lessons from Asia

- ◆ Training culture / work ethic
  - Mental toughness
  - Personal sacrifice
  - Perfect practice
- ◆ Focus on full-time athletes and coaches
  - Sport is a recognised career
  - Industry / company support for sport
- ◆ Impact of quality coaches on young athletes
  - Sport schools



# Lessons from Europe

- ◆ Dual career management
  - Sport & life after sport
  - INSEP (life project)
- ◆ Plan big (UK Sport)
  - Know the cost
- ◆ National system (CONI)
- ◆ Programme integration is critical for success
  - Coaching, equipment, facilities, innovation, planning





# Lessons from Europe (cont)

- ◆ Maximise available resources to get results
  - Netherlands, Norway (small, smart & nimble)
  - Dare to be different
  - Knowledge transfer (give to get)





# Lessons from America

- ◆ Strong desire to focus resources
  - USOC obliged to support all sports
- ◆ Establish facilities in appropriate locations
- ◆ Manage sport science / sport medicine influence
  - SS/SM is only one of many tools
- ◆ Seek innovation / inspiration from anyone
  - Military, industry, other sports etc.



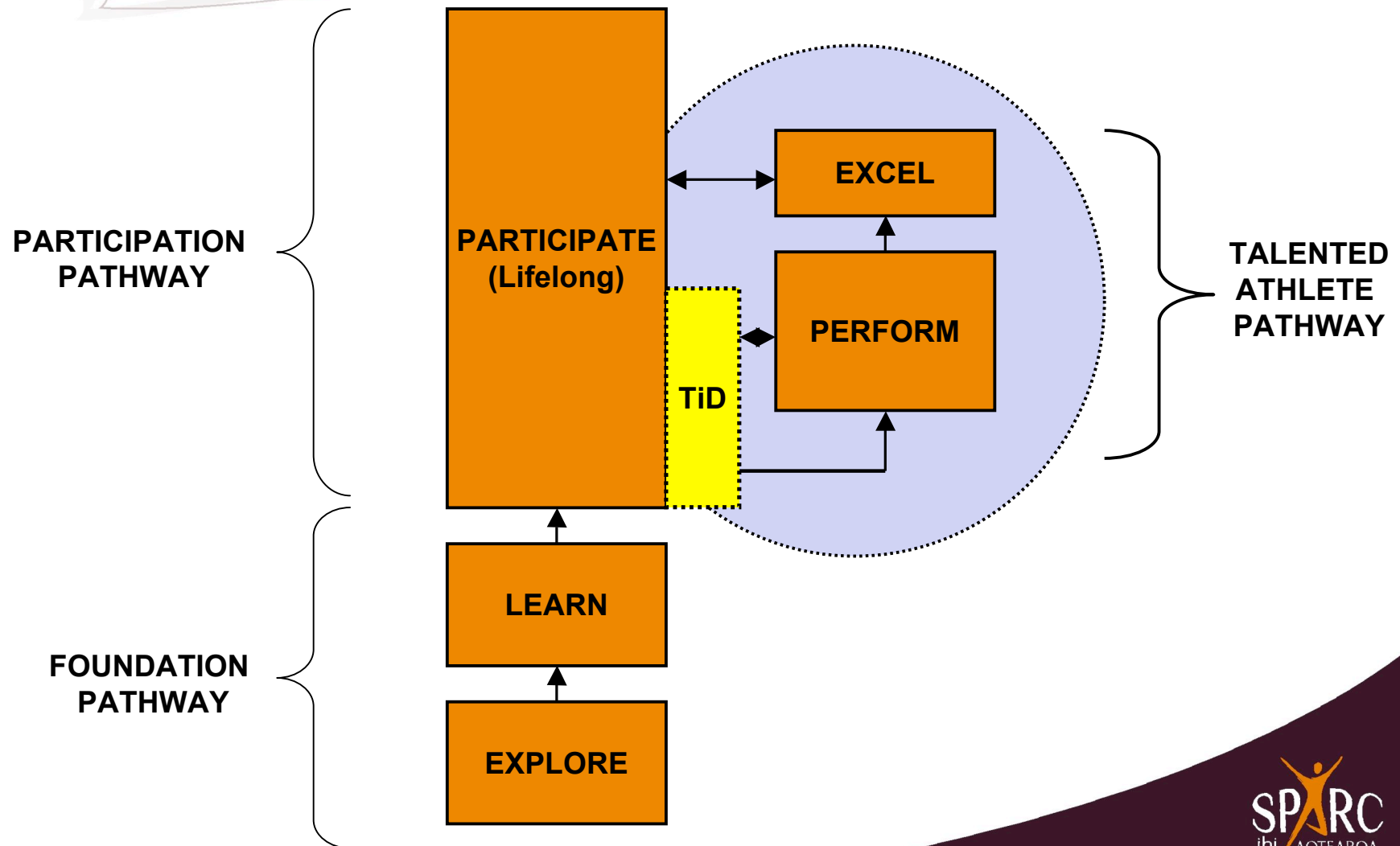
# Seven Strategic Initiatives

-  Targeted investment
-  Athlete development
-  Coach development
-  Capability development
-  Knowledge management
-  Effective delivery system
-  World class facilities

# 1. Targeted Investment

- ◆ 70% support - 9 targeted sports (depth over breadth)
- ◆ 5% support - world class athletes (non-targeted sports)
- ◆ 25% support - project based (contestable)
- ◆ Criteria
  - Importance to New Zealand
  - Recent performance history
  - Likelihood of winning on the world stage
  - Depth of talent and medal availability
  - Impact of HP programme on world class athletes

## 2. Athlete Development



# 3. Coach Development

- ◆ NZ Coaching strategy
  - Time, recognition and quality
- ◆ Key initiatives:
  - Recruit, induct and retain world class coaches
  - National coach succession plans
  - Individualised coach support programme
  - Accelerated development programme (targeted coaches)
- ◆ NZ Coach approach (Sir John Whitmore)
  - Inner game methodology (self awareness)

# 4. Capability Development

- ◆ Grow the capability of key personnel
  - Competency mapping
  - Individualised development
- ◆ Improved links to tertiary institutions
  - Train the trainers (theory versus practice)
- ◆ Seminars, workshops, intensive training courses
  - On the job learning (70%)
  - Group learning opportunities (20%)
  - Textbook learning (10%)



# 5. Knowledge Management

- ◆ Central repository of information
  - Coordinated dissemination of information
  - Database to capture service records, results etc.
  - Tools and templates
  - Research, technology and innovation
  
- ◆ International relationships
  - Internships and secondments
  - Knowledge sharing
  - Joint-venture projects

## 6. Effective Delivery System

- ◆ Streamlined delivery system
  - Reduction from three centres to two
  - Concentration around five major cities
  - Clusters of sports training at multi-sport hubs
  - Key providers full-time within HP system
  - Centres of excellence developed
  
- ◆ European training base
  - Central location (access to airports)
  - World class training facilities
  - Accommodation

# 7. World Class Facilities

- ◆ HP facility review
  - Need priority access to existing facilities
  - Identify facility gaps across New Zealand
  - Develop a training facility blueprint
  - Use major events to get facilities developed
- ◆ Work with other countries to share resources
  - Northern versus Southern hemisphere

# The Challenge Ahead

- ◆ Resource required to implement strategy
  - \$NZ relative to the Pound, Euro and \$US
- ◆ Lack of 'world class' people within the system
  - Limited experience winning on the 'world stage'
- ◆ Commitment to a nationally driven system
- ◆ Fundamental movement skills
  - Talented coaches at all stages of the pathway
- ◆ Politicians wanting success today

# Measures of Success

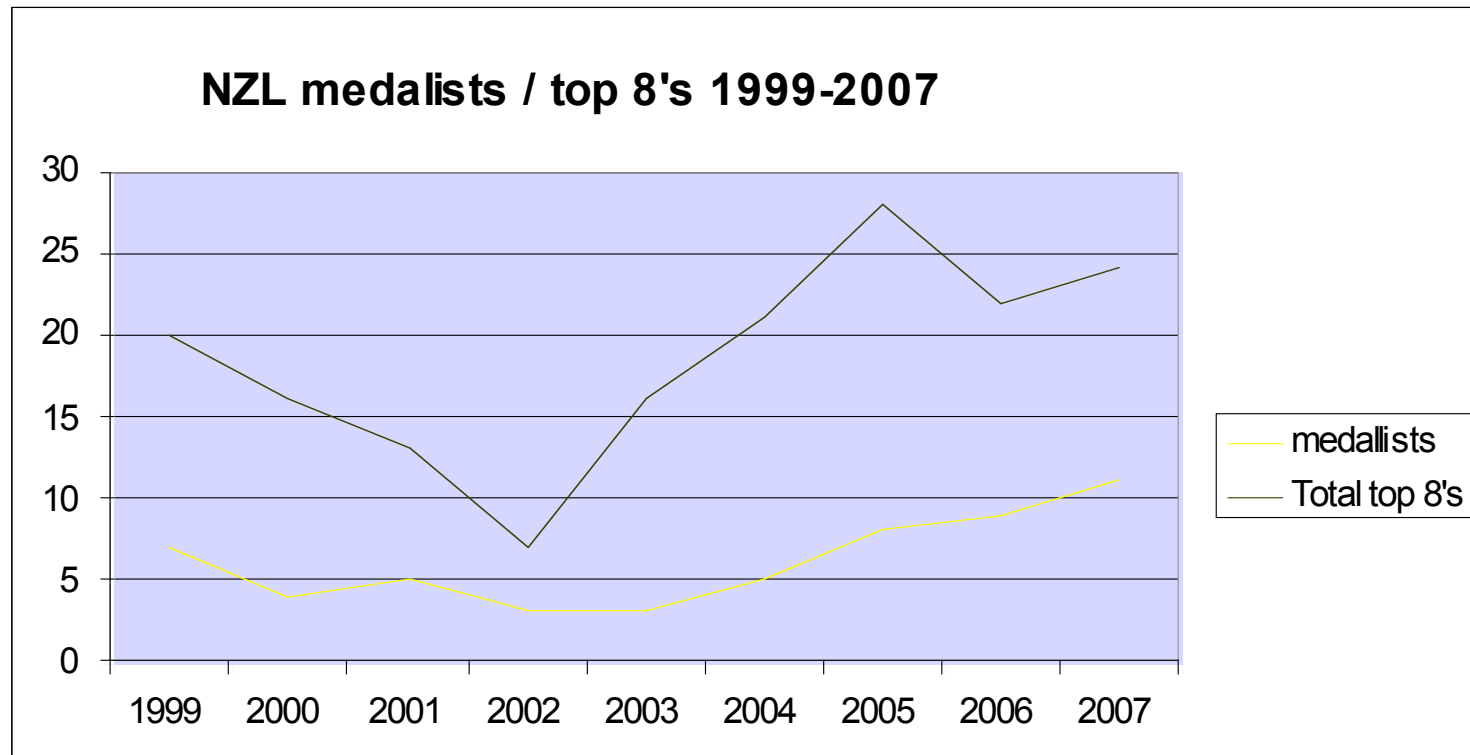
- ◆ Results in events that matter to New Zealand
  - World Champions in cricket, netball, rugby by 2011
  - 10 or more medals at 2012 Olympics
- ◆ Increased depth of athlete and coaching talent
- ◆ Improved HP programme quality (people and systems)
- ◆ Performance focussed support services
- ◆ Significantly increased resource within system

**Thank you**





# New Zealand – Olympic results



# Targeted Investment

Targeted Sports (70% Support)	World Class athletes (5% Support)	Contestable (25% Support)
Athletics, Bike, Cricket, Netball, Rowing, Rugby, Sailing, Swimming, Triathlon	<p>World class individuals in Olympic (Top 16) and non-Olympic Global<sup>1</sup> (Top 8) sports</p> <p><sup>1</sup> <u>IOC definition</u>  <b>Men = 4 continents, 75 countries</b>  <b>Women = 3 continents, 40 countries</b>  <b>Winter = 3 continents, 25 countries</b></p>	Badminton, Basketball, Bowls, Canoeing, Equestrian, Football, Golf, Hockey, Paralympics, Rugby League, Shooting, Softball, Squash, Surf Lifesaving, Skate Sports, Table Tennis, Tennis, Waterpolo, Winter Sports etc.